

# Candidate Information Booklet

## Director of Employment Relations Services

DERS/05/24



Completed applications must be submitted online no later than 12 noon on Monday 8 July 2024.

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# 1. Welcome

Dear Candidate,

Thank you for your interest in the position of Director Employment Relations Services with the Labour Relations Agency.

The successful candidate in this competition will lead the Agency's vital work in improving employment relations in Northern Ireland. The successful candidate will be a member of the Senior Leadership Team with a key role to support a team of Employment Relations Managers to promote best employment practice and resolve workplace disputes through the delivery of high quality, impartial independent services.

The Agency has transformed in recent years. While resolution of both individual and collective grievances remain core functions, the Agency is focusing increasingly on how employers can prevent disputes happening through good employment relations and practices.

We are widely recognised as a thought-leader on contemporary workplace issues and how organisations can transform using good employment practice. This not only helps prevent disputes happening in the first place, it means employers are better able to recruit and retain talent and increases productivity.

The Agency is working successfully with Government and a range of partners to ensure good employment practice is at the heart of an inclusive economic growth strategy for Northern Ireland. Our work includes, for example, leading development of a Good Employment Charter to provide a framework of best practice to drive workplace improvements for the benefit of employers and employees, and ultimately our economy. Furthermore, by convening a forum of business and trade union leaders to advise Government, the Agency has a pivotal role in shaping both employment policy and wider strategic issues affecting the labour market.

All of this has been made possible through our own transformation. By practicing what we preach, we are a progressive and award-winning employer. Everyone who works with us enjoys a supportive working environment; a workplace where they can thrive and apply their skills and experience to improve the working lives of others.

If you share our vision for inclusive economic growth through good employment relations, and our values to be a progressive, ethical, exemplary and responsive employer and service provider, and have the necessary experience to lead the Agency through next phase of our journey, we would welcome your application.

Good luck and best wishes.



**Don Leeson**  
Chief Executive



## 2. For everyone

The Agency is committed to equity, diversity, and inclusion through the creation of a workplace where all can be the best version of themselves.

If you are successful in applying for this role, you will find that we are an employer like no other – we are as unique as you are.

We strive to be an exemplary employer. With us, you will experience a welcoming workplace where you are encouraged bring your authentic self to work. This is important to us. You enrich us and, by being you – the real you – you will be much more able to focus on helping deliver our vision.

We have a number of active colleague-led networks, including for: Carers; Disability; LGBT+ and Allies; Multicultural; and a Women's Network. We are also active at the Belfast and Foyle Pride events, and with Belfast Mela. All colleagues have the opportunity to work flexibly and hybridly to help ensure a good life/work balance.

Everyone's health and wellbeing matters, of course. Our award-winning HR Team is particularly active in this area. There are numerous initiatives to help keep us well and maintain the resilience we need to serve our customers who, given the nature of our work, can find themselves in distressing circumstances.

The Agency was the first public body to achieve the prestigious Investors in People Gold standard (and striving to reach Platinum). We hold the Customer Service Excellence Award and we are in the process of applying for the Diversity Mark Silver Award in recognition for our commitment towards diversity and inclusion in the workplace.

We are also a founding member of Neurodiversity in Business and have a number of channels in place to ensure all colleagues have a say in how we run our organisation.

Finally, we have a wonderful mix of people from various backgrounds and beliefs. However, the composition of our workforce does not yet fully match that of the community we serve. We welcome applications for all suitability qualified persons, irrespective of religious belief, gender, disability, race, political opinion, age, marital status, sexual orientation or whether or not they have dependants.

Appointments will be made strictly on the basis of merit.



# 3. Background to the Labour Relations Agency

## Introduction

The Labour Relations Agency is a publicly funded body established by the Industrial Relations (Northern Ireland) Order 1976 and continued by the Industrial Relations Order (Northern Ireland) 1992. We are independent of, but accountable to, the Department for the Economy.

The Agency is overseen by an independent Board, comprising members with business, trade union, employment law, and academic backgrounds. Board members are public appointments, appointed by the Minister for the Economy.

We employ over 70 people who operate from two locations – our Head Office in Belfast and a Regional Office in Derry/Londonderry.

## Our Vision and Values

**Vision:** To be widely recognised as Northern Ireland’s leading authority in promoting productive working relationships for the benefit of individuals and organisations and to support the creation of a thriving and inclusive economy.

**Purpose:** To improve employment relations, promote best employment practice and resolve workplace disputes through the delivery of quality, impartial and independent services.

To achieve our vision and purpose, our **values** are to be:



Forward thinking, outward looking, and creative, harnessing all insights to find better ways to support the economy and society.

Challenging ourselves to be the best we can be and a role model in employment relations and equality, diversity, and inclusion; and,



Always acting with integrity, impartiality, equity, and utmost professionalism, and demonstrating openness and accountability.

Listening to all our customers and colleagues and adapting to ensure our services meet their needs.

## Organisational Structure

The day-to-day operations of the Agency are overseen by a Senior Leadership Team (SLT), which currently comprises a Chief Executive and two Directors: the Director of Corporate Services; and the Director of Employment Relations Services. A review is currently taking place of the capacity and structure of the SLT to ensure it is able to respond effectively to increasing demand for the Agency's services.

The Director of Corporate Services is responsible for the management of the Agency's accommodation, finance, HR, ICT, and business support functions. The Director of Employment Relations Services is responsible for the delivery of advisory and dispute resolution services (see right).

Operational decision-making is undertaken by a wider Senior Management Team, which comprises the Chief Executive, Directors, and Employment Relations Managers (ERMs).

The current organisational structure is set out at Appendix 1. This is changing as we work through a transformation programme to create multi-disciplinary teams.



## Employment Relations Services

The Agency provides a range of **advisory services** to promote good employment practice and advise employers and employees on their rights and responsibilities. These services include:

- + Workplace Information Service (WIS) – this is a confidential information and advice line for employers and individuals, and their representatives.
- + Briefings, seminars/webinars, and workshops – these are aimed at disseminating information and good practice on a range of employment issues and enhancing the employment relations skills of line managers.
- + Online toolkit – which supports employers compile workplace documentation.

The Agency also provides a range of confidential **dispute resolution** services designed to deal with problems that arise in the workplace. These include:

- + Conciliation – this service seeks to find a mutually agreeable solution to an employment problem or dispute where an individual could make a claim to a tribunal.
- + Arbitration – where a solution to a problem or disagreement to an individual dispute cannot be found, and the parties wish to avoid a tribunal, our arbitration service provides a quick, confidential, non-legalistic process to resolve the matter.

An adjunct to Arbitration is the Independent Appeals Service, which facilitates second stage appeals for a number of public bodies, mainly in the education sector.

- + Mediation – this is an effective tool for restoring positive working relationships using a mediator to work with those in conflict or dispute to find a mutually agreed resolution to overcome their differences.
- + Collective Conciliation – this service aims to help employers and trade unions resolve disputes, typically affecting larger numbers of employees.

### Influencing Employment Relations Policy

As well as being a service provider, the Agency has a key role in working collaboratively with and providing platforms for representative bodies of employers and employees to facilitate discussion and seek to influence strategic employment relations issues. These bodies include the Confederation of British Industry (CBI), Federation of Small Businesses (FSB), Chambers of Commerce, Institute of Directors (IoD), and the Northern Ireland Committee of the Irish Congress of Trade Unions (NIC-ICTU). We also work across all sectors, including the public, private, education and research, and voluntary and community sectors.

### Corporate Services:

The primary areas of responsibility for Corporate Services are in the improvement/development of:

- + Corporate Governance Support
- + Human Resources
- + Finance
- + Information and Communications Technology
- + Equity, Diversity, and Inclusion
- + Knowledge Management
- + Communications, public relations, information, publications; and
- + Facilities

### Certification Office / Industrial Court:

The Northern Ireland Certification Officer is an independent part-time statutory person who has quasi-judicial role dealing inter-alia with complaints made against Trade Unions (TU) and Employer Associations (EA) by their members.

The Agency is responsible for providing the Certification Officer with the finances, support services and staff necessary to perform the statutory duties of the role. The functions of the Certification Officer are, however, independent of the Agency.

Further information on the Certification Office is available on the website: [www.nicertoffice.org.uk](http://www.nicertoffice.org.uk)

Responsibility for providing secretariat support to the Industrial Court transferred to the Certification Office with effect from April 2024. Further information about the Industrial Court is available at:

[www.industrialcourt.gov.uk](http://www.industrialcourt.gov.uk)

### Further information about the Labour Relations Agency

Further background information about the work of the Agency is available at: [www.lra.org.uk](http://www.lra.org.uk)



## 4. Job Description

<b>Job title:</b>	<b>Director of Employment Relations Services (DERS).</b>
<b>Directorate:</b>	Employment Relations Services
<b>Salary:</b>	Pay Band: £55,207 - £59,049 (NICS Principle / Grade 7 August 2023 pay scale) (starting pay is normally at the pay band minima)
<b>Duration:</b>	Permanent
<b>Location:</b>	Head Office, Belfast
<b>Reports to:</b>	Chief Executive
<b>Hours of work:</b>	Full time (37 hours per week)

### Key Purpose:

To assist the Agency in delivering its remit to improve employment relations in Northern Ireland.

As Director, the post-holder is accountable for the effective, efficient, sustainable, and economic management of the Agency’s employment relations service. These include advisory services (including the Workplace Information Services, website/social media content, and publications, briefings and seminars, document toolkit and projects promoting good employment practice) and alternative dispute resolution services (arbitration, individual and collective conciliation, and mediation).

### Key Duties/Responsibilities:

As a key member of the Senior Leadership Team, the post-holder will contribute to the development of Agency policy and the delivery of the Corporate Plan to improve employment relations, promote best employment practice, and resolve workplace disputes through the delivery of quality, impartial and independent services.

To represent the Agency, where required, to Government, key stakeholders, media, and other relevant agencies across the UK and Ireland and globally.

Maintaining confidentiality over personal information relating to staff, clients and stakeholders is key to this role.

### Professional Duties and Responsibilities such as:

1. Member of the Senior Leadership Team (and wider Senior Management Team), and contributor to strategic and operational delivery.
2. Effective leadership and management of Employment Relations Services staff and resources in line with the Agency’s values and the principles of Investors in People.
3. Effective development and management of Employment Relations Services (promotion of good practice, and dispute prevention and resolution) to meet customer/stakeholder needs.



4. Lead responsibility for conciliating large or high-profile collective employment disputes and major employment relations projects.

#### Management Duties and Responsibilities such as:

1. Contribute to the corporate decision-making process;
2. Contribute to the development of organisational strategy and policies;
3. Contribute to the strategic decision making in the Agency, including providing timely and accurate advice to the Board and its sub-committees;
4. Maintain a positive, appropriate and professional relationship with all staff, partners and stakeholders and customers;
5. Develop, continuously improve and implement the Agency's own approach to good employment relations;
6. Promote the economic benefits of a cohesive employment relations landscape to the Agency's delivery partners, key stakeholders and partner department (the Department for the Economy (DfE));
7. Ensure the Employment Relations Services' Directorate is led in the strategic direction of the Agency;
8. Manage the Directorates' staffing information, physical and financial resources to ensure maximum utilisation, efficiency, effectiveness, value for money, and quality of service and delivery of the Agency's and Directorates priorities. This includes the Agency's Regional Office;
9. Advise and guide the Chief Executive and Board on the formation, development and application of policy and strategic decisions relating to the Employment Relations Services;
10. Develop and embed a culture of customer focus and performance management to ensure high quality and continuous improvement in service delivery;
11. Maintain effective mechanisms for ensuring staff (and self) have up-to-date knowledge of employment law and equality legislation, good employment practice, and dispute resolution skills;
12. Strategically address knowledge and succession requirements to ensure business continuity;
13. Ensure regular and effective communication with Employment Relations Services' customers and key stakeholders – to include the partner department, the Northern Ireland Roundtable on Employment Relations, and auditors while taking into account of the broader legislative agenda;
14. Ensure the effective development and delivery of employment relation services in line with agreed service standards;
15. Proactively promote the development of good employment practice to employers, employees, their representatives and trade unions;
16. Preparation of employment relations-related publications, such as Codes of Practice;
17. Ensure the Agency provides comprehensive information to customers on employment relations issues;
18. Proactively promote alternative dispute resolution processes as the most effective means of resolving grievances and disputes and of providing the basis for the renewal of good relations between the parties;
19. Review and evaluate the effectiveness of employment relations services to maximise the Agency's impact and level of satisfaction amongst stakeholders and clients;

20. Keep up to date with developments in employment relations practice for possible application in Northern Ireland;
21. Leading the conciliation of large scale and/or high-profile collective employment disputes;
22. Leading major employment relations projects as assigned by the Chief Executive.

**Other Duties:**

Any other duties as allocated by the Chief Executive, including functional responsibilities and special projects.

**The above list gives a broad indication of the main duties of the post. The emphasis on particular duties will vary over time according to business and operational need.**

## 5. Eligibility Criteria

Experience	Essential Criteria	Method of Assessment
	<p>1.1 Applicants must demonstrate 3 years’ experience gained within the last 8 years working at a <b>senior level</b> in at least <b>two</b> of the following areas:</p> <ul style="list-style-type: none"> <li>a) Facilitating and promoting effective employment relations through the provision of advice.</li> <li>b) Delivery of alternative dispute resolution services (conciliation, mediation, or arbitration).</li> <li>c) Innovation in employment relations.</li> <li>d) Facilitating and managing organisational change through effective employee engagement.</li> </ul> <p><i>In all cases, length of experience will be measured at the closing date for the receipt of applications. <b>Senior Level</b> is defined as having significant experience working at a strategic level providing input into business planning.</i></p> <p><b>If you are able demonstrate experience in more than two areas (as outlined above) please provide full details on the application form (see desirable criteria below).</b></p>	Application form
Competencies	<p>Demonstrate competency in the following three competencies:</p> <ul style="list-style-type: none"> <li>• Seeing the Big Picture;</li> <li>• Leading and Communicating;</li> <li>• Collaborating and Partnering.</li> </ul>	Application Form
Desirable	<p>In the event of a high volume of applicants, those with experience in a greater number of criteria listed at 1.1. above will be given preference when shortlisting for interview. Therefore, please ensure that, if you have evidence in more than two areas in 1.1 you must fully demonstrate this in your application.</p>	Application Form

- It is essential that in demonstrating their eligibility, applicants fully describe how they meet the criteria, giving examples and specifying exact dates as appropriate indicating to whom they reported, what **they** did and how successful **they** were. The examples provided must be at senior level i.e. having significant experience working at a strategic level providing input into business planning.
- Duration of the experience can be acquired in one role, at the same time.
- In the event of a high volume of applicants, those with experience in a greater number of criteria listed at 1.1 above will be given preference when shortlisting for interview. Therefore, please ensure that, if you have evidence in more than two areas in 1.1, you must fully demonstrate this in your application.

## 6. Competencies

A synopsis of the ten competencies in our Competency framework is set out below:

**Note:** references to the ‘Agency’ in our competency framework can be interpreted to mean an organisation which you have obtained the relevant competency level.

### Strategic Cluster – Setting Direction

#### 1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with, and supports, organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet Agency and Programme for Government goals and deliver the greatest value. At senior levels, it is about understanding the political context and taking account of wider impacts, including the broader legislative agenda, to develop long term implementation strategies that maximise opportunities to add value to the citizen, support economic, sustainable growth and help to deliver the Northern Ireland Executive’s priorities.

#### 2. Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it is about being open to change, suggesting ideas for improvements to the way things are done, and working in ‘smarter’, more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy development and implementation and building a more flexible and responsive Agency. It also means making use of alternative delivery models including digital and shared service approaches where possible.

#### 3. Making Effective Decisions

Effectiveness in this area is about being objective, using sound judgement, evidence, and knowledge to provide accurate, expert, and professional advice. For all staff, it means showing clarity of thought,

setting priorities, analysing, and using evidence to evaluate options before arriving at well-reasoned, justifiable decisions. At senior levels, leaders will be creating evidence-based strategies, evaluating options, impacts, risks, and solutions. They will aim to maximise return while minimising risk and to balance political, legislative, social, financial, economic, and environmental considerations to provide sustainable outcomes.

### People Cluster – Engaging People

#### 4. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction, and enthusiasm. It is about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision, managing and engaging with people with honesty and integrity, and upholding the reputation of the Agency.

#### 5. Collaborating and Partnering

People skilled in this area create and maintain positive, professional, and trusting working relationships with a wide range of people within and outside the Agency, to help to achieve business objectives and goals. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it is about delivering business objectives through creating an inclusive environment, encouraging collaboration which may cut across Agency, organisational and wider boundaries. It requires the ability to build constructive partnerships and effective relationships with Ministers and their Special Advisers.

## 6. Building Capability for All

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it is about being open to learning and keeping their knowledge and skill set current and evolving. At senior levels, it is about ensuring a diverse blend of capability and skills is identified and developed to meet current and future business needs. It is also about creating a learning and knowledge culture across all levels in the organisation to inform future plans and transformational change.

### Performance Cluster – Delivering Results

## 7. Delivering Value for Money

Delivering value for money involves the efficient, effective, and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve a good mix of quality and effectiveness for the least outlay, thus reducing the risk of fraud and error. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they prevent good value for money. At senior levels, effective people embed a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the Agency maximises its strategic outcomes within the resources available.

## 8. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches appropriately and effectively to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost-effective delivery models for public services.

## 9. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it is about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly, and promptly.

## 10. Achieving Outcomes through Delivery Partners

Being effective in this area is about maintaining an economic, long-term focus in all activities. For all, it is about having a commercial, financial and sustainable mind-set to ensure all activities and services are delivering added value and working to stimulate economic growth. At senior levels, it is about identifying economic, market and customer issues and using these to promote innovative business models, delivery partnerships and agreements to deliver greatest value; and ensuring tight controls of finances, resources, and contracts to meet strategic priorities.



# 7. The Application Process

## The Merit Principle

Appointments to the Agency are made under the ‘merit principle’, where the best person for any given post is selected in a fair and open competition.

## The Application and Selection Process

The Agency welcomes applications from all suitably qualified persons, irrespective of sex, pregnancy or maternity, gender reassignment, marital status, religious or similar philosophical belief, political opinion, race, sexual orientation, disability, age, or whether or not they have dependants.

However, people from Black and Minority Ethnic background, disabled people, and women are currently under-represented in the Agency’s Senior Leadership Team, and therefore applicants from people in these groups are particularly welcome.

All applications will be considered strictly on the basis of merit.



## Making your application

The application form is designed to ensure that applicants provide the necessary information to determine how they meet the competition requirements and the eligibility/shortlisting criteria.

Please note:

- + You should ensure that you provide evidence of your experience in your application form, giving length of experience, examples, and dates as required.
- + It is not sufficient to simply list your duties and responsibilities.
- + The panel will not make assumptions from the title of the applicant’s post or the nature of the organisation as to the skills and experience gained.
- + If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria, the selection panel will reject your application. When providing dates avoid using a date range for example 2021-2022, you should include dates from and to using date format i.e. dd/mm/yyyy.
- + **ONLY** the details provided by you in the eligibility and shortlisting sections of your application form will be provided to the selection panel for the purpose of determining your eligibility for the post.

### Closing Date and Application Submission

- + Applications may be submitted via the online application portal or in hard copy only by prior agreement of the HR team.
- + Online application forms cannot be submitted after the advertised closing date and time.
- + Application forms will not be examined until after the closing deadline.
- + Information in support of your application will not be accepted after the closing date for receipt of applications.
- + It is the responsibility of each applicant to ensure their application is submitted as early as possible and should not wait until a day or hours before the closing date.
- + Please refer to the Candidate Information Booklet before completing an application and also print out a copy to retain for your records along with all other attached documents (as these will not be available from the recruitment portal (GetGot) after the vacancy closes).
- + All parts of the application form must be completed by the applicant before this application can be considered. Failure to do so may result in disqualification.
- + Do not use acronyms, complex technical detail etc. Write for the reader who may not know your employer or your job.
- + Write down clearly your personal involvement in any experience you quote. Write "I" statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.
- + The panel will not have access to your full application form when shortlisting. **Only your responses to the criteria questions will be made available to the panel for the purpose of determining your eligibility for the post.**
- + When completing the online application, your information is saved as you move through the pages. You may leave the application at any time, providing you have clicked on the 'Save & Continue' button. Once your application has

been submitted the option to edit will no longer be available.

- + Please note - the session timeout for the online application is 40 minutes, if you do not save or change page within this time you will automatically be logged out and any unsaved work will be lost.

**Any questions regarding the application process should be emailed to [recruitment@lra.org.uk](mailto:recruitment@lra.org.uk) or telephone the HR Team on 03300 552 220.**

### Job Description and Eligibility Criteria

This Candidate Information Booklet includes the job description and the eligibility criteria for being considered for interview for the post. Please print out or save a copy of the Candidate Information Booklet as this will not be available on the recruitment portal once the vacancy has closed.

### Online Application Form

To apply for a job, you should register via the online portal and complete all required information as specified. It is your responsibility as an applicant to ensure that you provide sufficient information to enable the selection panel to assess your eligibility. You are strongly advised to carefully consider the job description and the eligibility criteria prior to completing your application and ensure all relevant information is included in your application under the criteria questions on the application form.

### Personal Details

This section of the application form deals with general information about you and will not be made available at shortlisting stage.

### Employment

Please detail your career history whether in employment, self-employment or in a voluntary capacity ensuring that dates are clear and correct. Please also ensure that you give the sector in which you worked – private, public, or voluntary. **Please note your employment history will not be made available to the panel at shortlisting stage.**



## Eligibility Criteria

Only the eligibility criteria / criteria questions will be made available to the selection panel at shortlisting stage.

### Experience

It is essential that you fully describe in each of the criteria questions for experience how you meet the particular experience and qualities sought. You must provide examples, and specifying exact dates as appropriate, avoid using date range e.g. 2021-2022. If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility/shortlisting criteria, the selection panel will reject your application.

### Competencies

In addition to the above criteria the panel will shortlist on the competencies outlined on page 11. It is essential that you fully describe in each of the sections how you meet the particular competency by giving examples, and specifying exact dates as appropriate. If you do not provide sufficient detail, including the contribution that you have personally made within your example, the selection panel will reject your application.

## CVs and additional information

**CVs will not be accepted.** Only the information included through the online portal will be considered (unless prior agreement has been sought for a hard copy application form).

## Equal Opportunities Monitoring Form

The online portal includes an Equal Opportunities Monitoring section, which should be completed. Please read the guidance notes provided to help with completion. The monitoring information will **NOT** be made available to the shortlisting/interview panel.

## Closing date for applications

Online application forms cannot be submitted after the advertised closing date and time.

## Hard copy applications

If prior approval has been granted to complete a hard copy application form, it should be returned in an envelope marked 'Private and Confidential' together with the Equal Opportunities Monitoring Form to:

Human Resources  
Labour Relations Agency  
James House, Cromac Avenue  
The Gas Works, BELFAST  
BT7 2JA

## Disability

If you have a disability that prevents you completing the online application process, please contact [recruitment@lra.org.uk](mailto:recruitment@lra.org.uk) Human Resources on 03300 552 220 for alternative arrangements to be made. If you require a reasonable adjustment due to disability and / or neurodiversity, please indicate this on the application form under personal details.

## Canvassing

Any attempt on the part of a candidate to enlist support for their application through any person, except as a named referee, will disqualify that candidate from the process. Canvassing means contact or communication at any time in any manner to anyone involved in the recruitment process of the post for which they are applying.



## Data Protection

Please ensure that the details given on your application are correct. The data provided by you will be processed in accordance with the Data Protection Act 2018.

Your personal data will be:

- + processed lawfully, fairly and transparently;
- + collected for specified purposes, and not processed for other purposes;
- + “just the right amount” of data for the task at hand – not too much, but enough to do the task accurately;
- + accurate and up to date;
- + kept no longer than necessary; and
- + processed securely.

In addition, the confidentiality of community background monitoring information is protected through Regulations made under the Fair Employment and Treatment (Northern Ireland) Order 1998.

All application forms and associated documentation will be treated in the strictest confidence and any information only disclosed in the event of a legal case against the Agency or to the Equality Commission for Northern Ireland in the event of a claim of discrimination.

## Communication

All candidates will receive email communication following the shortlisting phase of the recruitment and selection process indicating the status of their application. All interviewed candidates will receive a letter via email, indicating the outcome of their interview.

## Offers of employment

The successful candidate will receive a provisional letter of offer. Any offer will be subject to the receipt of satisfactory references and a self-disclosure of medical summary (which will inform a decision on whether a referral to Occupational Health is appropriate). Relevant eligibility to work in the UK checks will be carried out. Other background vetting as deemed appropriate may be conducted (e.g. Basic Disclosure Certificate outlining if any, unspent convictions).

NICS pay policy is that external candidates starting salary should be at Pay Band Minima. Very occasionally, the Agency may be prepared to offer higher starting salary to exceptional candidates.

## Changes in personal circumstances

Please ensure Human Resources are informed immediately of any changes in personal circumstances.

## Transgender Requirements

Should you currently be going through a phase of transition in respect of gender and wish this to be taken into consideration in confidence to enable you to attend any part of the assessment process, please contact Human Resources in confidence. Details of this will only be used for this purpose and do not form any part of the selection process.

## Communication between the Agency and you

Human Resources will communicate with you primarily through email.

## Further appointments from this competition

Where a position becomes available for this role within 12 months of the initial appointment consideration will be given to filling the position from this competition.

## 8. Assessment Process

The assessment for this competition will comprise of the following key elements:

### Stage 1 Shortlisting of Application form

The shortlisting panel shall apply shortlisting criteria as per the essential criteria outlined in the Eligibility criteria set out on page 11.

In the event of a high volume of applicants, those with experience in a greater number of criteria listed at 1.1 on page 11 will be given preference when shortlisting for interview. Therefore, please ensure that, if you have evidence in more than two or all four areas detailed in 1.1 you must fully demonstrate this in your application.

### Stage 2 Shortlisting on Specific Competencies

The shortlisting panel shall apply shortlisting criteria as per the essential criteria and competencies outlined in the Eligibility Criteria on Page 11.

You must fully demonstrate how you meet the following competencies on your application form at Level 4 – Grade 7 and Grade 6 Analogous:

- + Seeing the Big Picture;
- + Leading and Communicating;
- + Collaborating and Partnering;

Details of the effective behaviours for each competency can be accessed from the competency framework document on our recruitment portal GetGot.

As part of our commitment to the employment of disabled people, the Agency will also adopt the NICS Guaranteed Interview Scheme (GIS). The GIS does not guarantee a job. However, its objective is to ensure disabled applicants, who meet the minimum essential eligibility criteria for the role they have applied for. GIS will only be applicable should desirable criteria be required (further details attached on GetGot).

## 9. Competency based interview

Interviews for this post are scheduled to take place on 21 and 22 August 2024.

The interview will comprise:

- + A presentation, the subject matter of which will be provided to candidates shortly before the interview.
- + Six questions designed to test the applicant's knowledge and experience in each of the areas below.

Candidates should allow 30 minutes to prepare for the presentation and up to one hour for the interview.

Competencies to be tested at interview:

### Strategic Cluster – Setting Direction

- + Seeing the Big Picture
- + Changing and Improving

### People Cluster – Engaging People

- + Leading and Communicating
- + Building Capability for All

### Performance Cluster – Delivering Results

- + Managing a Quality Service
- + Achieving Outcomes through Delivery Partners

**Candidates will be expected to demonstrate the skills and experience set out in the eligibility criteria and the skills and relevant competencies set out in the competency framework at Level 4 – Grade 7 and Grade 6 Analogous.**

The competency framework sets out how all Agency employees should work. It aligns to the three high level leadership behaviours that every staff member needs to model as appropriate to their role and level of responsibility:

Set Direction, Engage People and Deliver Results.

Competences are the skills, knowledge and behaviours that lead to successful performance. The framework outlines ten competences, which are grouped into three clusters as set out above. The competences are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at Level 4 should be demonstrating Level 1, 2 and 3 as a matter of course.

The Labour Relations Agency's competency framework can be accessed through the documents attached to the online application form. It is important that all candidates familiarise themselves with the competency framework as this forms the basis of the assessment / interview criteria as outlined above. You should refer to the behaviours listed under Level 4 (Grade 7 and Grade 6 Analogous) of the relevant competence areas.

## 10. Interview guidance for applicants

If this is your first experience of a competence-based interview, bear in mind that it does not require you to:

- + Talk through previous jobs or appointments from start to finish;
- + Provide generalised information as to your background and experience; or
- + Provide information that is not specifically relevant to the competence the question is designed to test.



A competence-based interview does however require you to:

- + Focus exclusively, in your responses, on your ability to fulfil the competences required for effective performance in the role; and
- + Provide specific examples of your experience in relation to the required competence areas.



In preparation for the interview, you may wish to think about having a clear structure for each of your examples, such as:

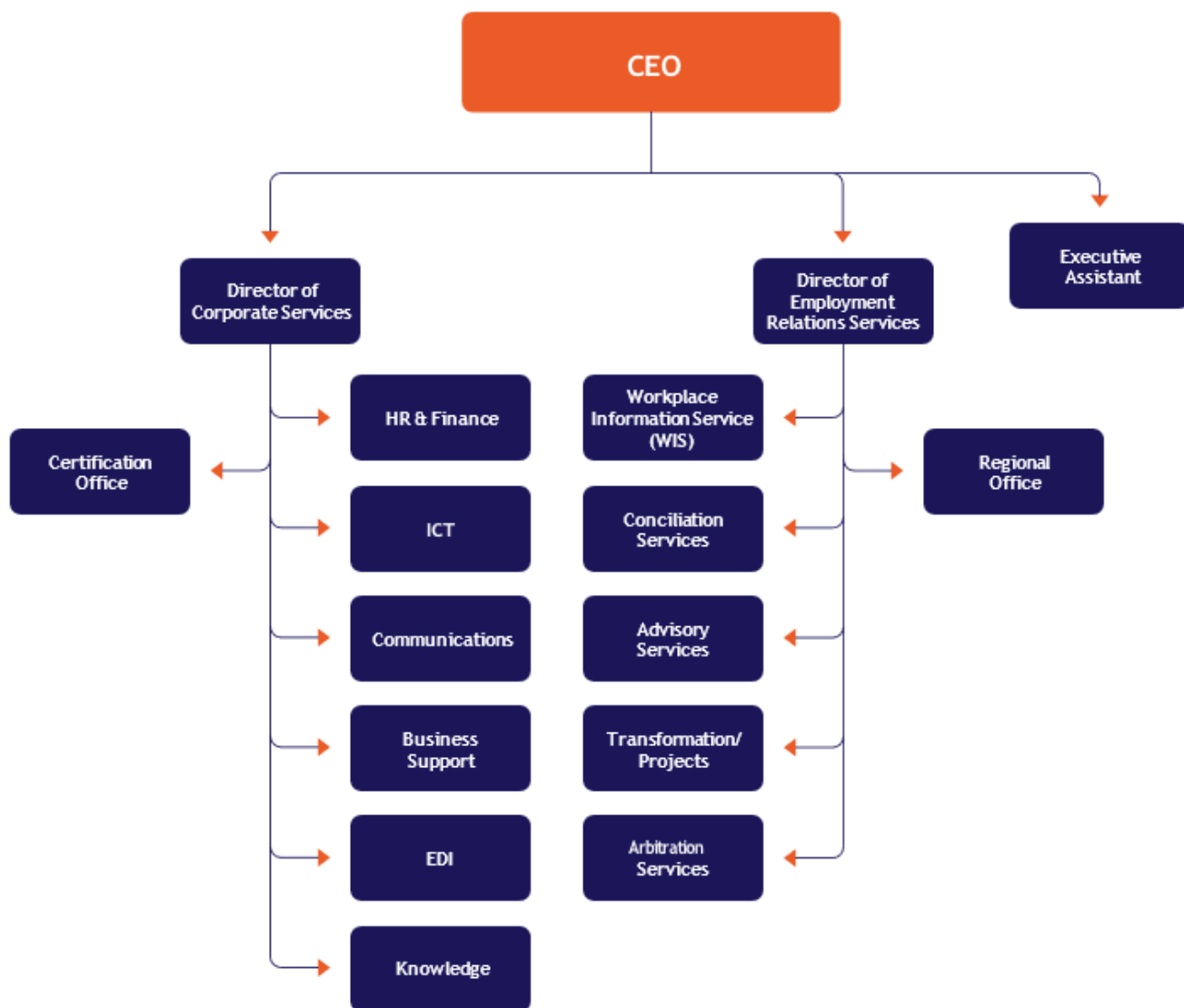
- + **Situation** – briefly outline the situation;
- + **Task** – what was your objective, what were you trying to achieve;
- + **Action** – what did you actually do, what was your unique contribution; and
- + **Result** – what happened, what was the outcome, what did you learn.



The panel will ask you to provide specific examples from your past experience in relation to each of the competences. You should therefore come to the interview prepared to discuss in detail a range of examples which best illustrate your skills and abilities in each competence area. You may draw examples from any area of your work / life experiences / education / volunteering.



# Appendix 1





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